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Assistant Director for Reports and Estimates

Management Officer

Management Staff Survey of Map Division, ORR

1. The Management Staff survey of Map Division, Office of Reports and Estimates, discloses a well defined, efficiently administered and for the most part operationally sound component of CIA. The functional statements for the Map Division are attached as Exhibit "A".
2. The majority of the personnel, within the three branches comprising the Division, have been associated with this function through its various parent organizations.
3. Internal reorganizations within the Division, relocation of operations and institution of revised operating procedures as described in this report will assist the Division in attaining maximum efficiency of operations.
4. Problems involved in transition of the Division from the Department of State to CIA have, for the most part, been resolved. However, complete understanding or utilization of the Division's capabilities have not been enjoyed by all components of the Agency.
5. Map Division personnel have, in some instances, been handicapped by not clearly understanding the functional responsibilities and operations of other Offices of the Agency.
6. Physical separation of the Map Division from the other producing offices of the Agency has incurred a hardship. New location of Map Intelligence Branch and Cartography Branch in Building No. 12 will facilitate working level liaison.
7. On-the-spot indoctrination of Map Division personnel in the service facilities of the Office of Collection and Dissemination will assist Map Division in the fulfillment of their functions.
8. CIA and other Government Agencies requirements for maps and map intelligence data are currently being coordinated by the Map Division. Specific requests for materials in the form of "want-lists" are processed directly to Department of State for transmittal to Foreign Service Geographic Attaches under authority of the Chief, Map Division, ORR, who serves as Special Assistant for Maps, Department of State. Other collection channels are utilized when appropriate.

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NO CHANGE IN CLASS. ☐

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9. The Inter-Agency Map Procurement Coordination Committee chaired by Chief, Procurement and Reference Branch, includes: Aeronautical Chart Service, Library of Congress, Hydrographic Office, Army Map Service, Central Geodetic Survey, Topological Survey and Board of Geographic Names. This Committee meets monthly to discuss area of map procurement priority and to resolve problems in this field.

10. A project control committee composed of the Chief, Map Division, and the three branch chiefs meet weekly to define Division priorities.

a. Weekly priorities are broken down to section level and in Map Intelligence Branch by individuals within the sections.

b. Project proposals are submitted to this committee in writing by the branch chiefs.

c. The composition and continuance of this committee represents an extremely well devised method of project control and effective determination of workload assignments.

11. It has been recommended by the Chief, Map Division, and concurred in by the Management Staff, that Map Division representation on the Estimates Production Board together with notification of project initiation by the Publications Division will prove advantageous in Agency intelligence production.

12. The institution of the over-all Intelligence Production Plan for CIA will assist the Project Control Committee, Map Division, not only in determination of priorities to be assigned individual items of production, but also in planning for self-initiated production.

13. Dissemination of CIA Telephone Directory has been restricted in Map Division to branch chiefs only. This restriction was imposed throughout ORE by former IAN/ORE to reduce the possibility of security violations but has in effect created individual card files maintained by most of the Division personnel. This method is not only time consuming and as large a security potential but defeats the purpose for which the Directory was compiled.

a. The present IAN/ORE concurs with the Management Staff in the relaxation of this ORE restriction.

14. Inclusion of Washington Auditorium on the bus schedule on an hourly basis was suggested by Chiefs of Map Intelligence and Cartography Branches as means of assistance to their personnel having official business to transact with the Procurement and Reference Branch.

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15. Map Intelligence Branch

a. The Map Intelligence Branch is composed of the Office of the Chief and six sections: Western Europe, Southeastern Europe, Near East/Africa, USSR, Far East, Latin America and Territorial Studies.

b. Approximately 70 per cent of the production capabilities of the Map Intelligence Branch are currently devoted to the Map and Chart Appraisal, Chapter IX, National Intelligence Surveys Exhibit "B"; 30 per cent (10 per cent CIA, 20 per cent IAC and other) to the preparation of geographic studies, map research bulletins, studies of territorial claims and boundaries, reports on foreign mapping activities and other geographic intelligence.

c. The Branch has certain categories of geographic and locational data of primary interest and responsibility. Discussions with the Office of Scientific Intelligence indicate that OSI wishes the Branch to increase its responsibilities for intelligence in the geographical field.

(1) This matter will be the subject of a conference with interested parties in the near future. It appears extremely doubtful in view of current substantive intelligence production workload that the Map Intelligence Branch is in a position to accept the additional responsibilities desired by OSI. Action taken by this conference will be transmitted via separate memorandum to AI/ORE as requested.

d. Minor operational difficulties concerning, availability of reference documents, inter-library loan, procurement have been discussed with Chief, CIA Library, and have either been resolved or in process of solution.

e. Intelligence requirements for OGD readers have been prepared and intelligence data has been transmitted through proper channels to Map Intelligence Branch.

(1) Lack of sufficient copies of reports or attachments thereto, wherein there is a multiplicity of interest, often reach the Map Intelligence Branch after such materials could be utilized within a current project.

(2) Chief, Liaison Division, OGD, is currently undertaking problem of ensuring CIA receipt of at least one copy of attachments to IAC Agencies reports.

(a) Department of State has agreed to disseminate on loan to CIA all attachments to reports containing map data received by Intelligence Acquisition Division.

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f. The Management Staff recommends discontinuance of ditto forms for project controls, in accordance with Administrative Instruction [] and combining project control and finished production cards into single form as agreed during survey.

g. The balance of files and records are being held to a minimum consistent with operational needs and utilization is made of materials in official CIA repositories.

h. Need for short term retention of certain specific items flowing through the Map Intelligence Branch on a loan, dead-line basis indicates the need for a rapid, branch controlled method of reproduction.

(1) The Management Staff recommends that one Thermo-Fax Machine be procured for joint use by Map Intelligence Branch and Cartography Branch.

i. It is recommended by the Chief, Map Intelligence Branch, and concurred in by the Management Staff that three (3) editorial positions currently assigned to the Office of the Chief be removed and established as the Editorial and Review Section:

Chief 1 GS-15
Editor 2 GS-12
Total 3

No changes in over-all T/O or grade allocations are necessary in this internal reassignment.

16. Cartography Branch

a. The Cartography Branch is composed of the Office of the Chief, three Compilation Sections, and a Construction Section.

b. Approximately 70 per cent of the production capabilities of the Cartography Branch are currently devoted to the preparation of standard base maps for chapter contributors to National Intelligence Surveys (see Exhibit "C"); final NIS Maps for chapters coordinated by CIA and State Department; and coordinating, checking, arranging for color-proofing, and preparation of printing specifications for NIS multi-color map publications. Additional workload consuming the balance (30 per cent) of available time includes the preparation of maps for CIA reports (MR, SR, ORR) and special requests for the Department of State and other IAC.

c. Close coordination is maintained between the Cartography Branch and National Intelligence Surveys Division (N/NIS), ORR, for the drafting of schedules and adherence to production programs of the NIS projects.

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d. Adequate control systems are currently in effect to assure full knowledge of the many and varied steps of map production. Elimination of one copy of the cover sheet (Form 70-40) attached to work jacket is recommended as discussed during the survey.

e. State Department contributions to Economic and Social Chapters of the HIS program for which Cartography Branch assumes all color map production responsibilities, have caused considerable difficulty because of requested changes in compilation during final construction stages.

(1) Permanent transfer of one person from the Branch to State Department for HIS activity should alleviate this condition.

f. Permanent transfer of one person to D/HIS has assisted Cartography Branch in the fulfillment of its responsibilities in the over-all HIS program.

g. The training program currently in effect for new employees of the Branch afford such individuals an opportunity to familiarize themselves with the methods and techniques of Branch operations to ensure maximum productivity when assigned to current workload.

h. Internal promotional possibilities and criteria for same discussed during survey with Chief, Cartography Branch, and Chief, Personnel Division, Administrative Staff, will be included within over-all "Agency Career Management Program".

i. Relocation of Cartography and Map Intelligence Branches will permit closer liaison between ORR requesters, research personnel of Map Intelligence Branch, and the compilation personnel of Cartography in the production of maps and map intelligence.

17. Procurement and Reference Branch

a. The Procurement and Reference Branch is composed of the Office of the Chief and three sections: Procurement, Processing, and Reference.

b. Procurement Section

(1) The Section has as one of its basic responsibilities the coordination of foreign map procurement requirements of federal agencies participating in the Inter-Agency Map Procurement Committee.

(2) Continual operational contact is maintained, through the Procurement Committee, with the State Department, the Defense Department, and the Central Intelligence Agency.

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Solution

Discussion between the Management Staff and Deputy Chief, Contact Division, CO, has resulted in agreement that [] reports having map attachments may be declassified and retain [] reference number when similar materials to attachments have been procured through overt channels and bear no classification.

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(b) Problem

Approximately 60 per cent of all reports in the intelligence flow referring to map attachments are disseminated to the Section without copies of attachments referenced in the covering report. Many of the attachments to IAC Agency reports are received in one copy and disseminated prior to submittal of cover report to CIA.

Solution

Liaison Division, OCD, has received State Department concurrence that reports containing map attachments and related material received in the Intelligence Acquisition Division will be routed through Map Division on loan prior to its dissemination to proper agency.

(c) Problem

Lack of working level liaison with FDB has caused translation service on map names and legends to follow formal pattern of request through OCD channels to FDB.

Solution

Management Staff discussion with Assistant Director for Operations has resolved this problem by authorizing direct contact between Procurement and Reference Branch and FDB personnel and the assignment of single F-number to cover such requests on a continuing basis.

(d) Problem

Map and map attachments to Office of Special

[] referenced by memoranda from AI/OSO to AI/ORE, were being submitted directly to the Department of the Army for retention or loan to interested agencies. ORE was requested by AI/OSO to evaluate this material and to indicate if similar materials were being received by other channels. One component of CIA was therefore requesting determina-

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but causing them to resort to additional work in requesting this material from a third party.

Solution

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AD/ORS discussed this problem with AD/OSO. Procedures for handling the group of [] mentioned above have been clarified. Efforts will be made to have future material of this nature disseminated to Map Division for evaluation and retention.

(e) Problem

Inter-Library materials requested by Procurement Section have in many instances been borrowed on a short term loan basis. Reproduction Branch, Services Division, had no method of separation of this material from the balance of that requested by Procurement Section. This resulted in over-due documents of the lending agencies and subsequent embarrassment when these materials were recalled.

Solution

Management Staff discussion with Chief, Reproduction Branch, Services Division, resolved this problem by having Procurement Section indicate on reproduction requisition "Inter-Library Loan" and these materials will be given first priority by Reproduction.

(f) Problem

The reproduction workload resulting from requirements for copies of maps attached to or included in reports has been increasing during the last six months, much of this material is reproducible by "Thermo-Fax".

Solution

Recommended by the Management Staff and concurred in by the Chief, Procurement and Reference Branch, that one "Thermo-Fax" be procured for use by the Branch to ease the reproduction workload.

c. Reference Section

(1) The Reference Section furnishes map reference services to CIA, IAC Agencies and other agencies of the Government.

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(2) Full utilization is made of the catalog card files by this Section in the determination of materials best suited to fulfill specific requests.

(3) Requester requirements vary greatly and in many instances reference personnel recommend and determine best available materials in accordance with need.

(4) Foreign Service Personnel, State Department, enroute overseas, are supplied with basic maps in accordance with their position and the area to which assigned.

(5) Requests from individuals must be adjudicated in light of requester need and classification of pertinent material, questions arising with regard to advisability of dissemination are resolved by Chief, Procurement and Reference Branch.

(6) Nearly all Department of State map reference materials (reference atlases, gazetteers, postal guides, pilots map supplements, map catalogs, foreign language dictionaries, etc.) formerly loaned on an indefinite basis to CIA have been officially transferred to this Agency.

d. Processing Section

(1) The Processing Section has the basic responsibility for integration, by regional geographic areas, of materials into the map holdings and the distribution of materials as needed or requested.

(2) The present catalog procedure has been operating for considerable time, and while considered adequate during the early stages of this operation does not meet with the present workload requirements.

A comparison of the present and recommended procedures is attached as Exhibit "I". The simplification, economy and conservation of time plus the ability of putting catalog card dissemination on a current basis will assist this Section in the reduction of current backlog of uncataloged materials. Revised list for the dissemination of map catalog cards is attached as Exhibit "P".

The recommended procedure has been discussed between the Management Staff and the Chief, Procurement and Reference Branch, and agreed as a logical and workable procedure.

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(3) The Management Staff recommends and the Chief, Procurement and Reference Branch, concurs in the transfer of the Circulation Librarian, GS-5, from the Office of the Chief to the Processing Section.

(4) Certain simplifications and eliminations of files and file procedures recommended during the course of the survey have been implemented in this Section.

(5) The problem of inclusion of specific map holdings within the Central Intelligence Agency Disaster Plan was discussed with DAI/OCD, Chairman of this committee. Facilities will be afforded for a limited number of currently maintained maps and map materials located outside the Washington area.

(6) The Processing Section is responsible for the preparation of a weekly coordinated "Acquisitions List for Maps of Foreign Areas", present distribution of 175 copies has been revised as attached in Exhibit "G".



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MAP DIVISION, OFFICE OF REPORTS AND ESTIMATES

I **Mission**

As head of an operating Division, the Chief, Map Division, under the direction of the Assistant Director for Reports and Estimates is charged with providing an interdepartmental geographic and map intelligence service coordinating requirements for procurement of foreign maps and related information, producing reports and evaluations of geographic and map intelligence and new map compilations required for intelligence purposes and the maintenance of a current selected working reference collection of maps and related material on foreign areas.

II **Responsibilities and Authority**

Within the limits of his authority in accordance with CIA and ORE directives, the Chief, Map Division, is responsible for, and has commensurate authority to accomplish, the fulfillment of the duties set forth below. He may delegate, except when expressly prohibited from so doing, to members of his Division appropriate portions of his responsibilities together with proportionate authority for their fulfillment, but he may not delegate or relinquish his overall responsibility for results.

A. **Functions**

The Chief, Map Division, Office of Reports and Estimates will:

1. Provide an interdepartmental geographic and map intelligence facility serving the CIA, the intelligence areas of the Departments of State, Army, Navy, and Air Force, and when appropriate other Government agencies.
2. Prepare, in collaboration with appropriate components of CIA, intelligence reports and estimates; that assess the status of foreign mapping activities, organizations, and techniques; that evaluate existing foreign map and chart coverage for specific intelligence purposes; and that present geographic interpretations of intelligence data.
3. Provide advice and assistance to other components of the CIA and the IAC agencies in the interpretation and analysis of geographic locational and mapping information.
4. Determine the adequacy of mapping activities and U.S. map holdings for meeting intelligence requirements.
5. Provide technical interpretations of territorial claims and boundary questions.

6. Report on and otherwise review geographic intelligence, consulting with Office of Scientific Intelligence on scientific aspects thereof.
7. Prepare, compile and construct special maps to accompany intelligence reports and to meet other specific intelligence requirements.
8. Coordinate interdepartmental requirements for the procurement of foreign maps and related information.
9. Provide OI and the intelligence areas of the Government with a current selected working reference collection of maps, atlases, and related materials on foreign areas.
10. Assist in the National Intelligence Surveys program by preparing standard base maps, final map presentations, and by coordinating and contributing to the map and chart appraisal chapters of these surveys.
11. Provide his principal subordinates with detailed functional statements, operating instructions and procedures for the fulfillment of their assigned duties and responsibilities and direct that they in turn provide similar instructions for their subordinates.

SECRETDISTRIBUTION OF MAP CATALOG CARDS

	<u>PRESENT</u>	<u>RECLASSIFIED</u>
Processing Section (No. depending on subjects)	11	11
Procurement Section	1	1
Cartography Section (Green only)	1	1
Library of Congress	1	2
Army Map Service	1	2
Bd. on Geographic Names	2	1
U.S. Coast and Geodetic Survey	1	1
U.S. Geological Survey	2	2
Aero. Chart Service	1	1
U.S. Hydro. Office	3	3
Extra Sets in Stock held for future dissemination	15	5
Excess filed in Dist. Sec.	<u>20</u>	<u>0</u>
	62	30

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ACQUISITIONS LIST FOR MAPS OF FOREIGN AREAS

WEEKLY DISTRIBUTION LIST:

CIA:

OCD	7
FOO	1
OFC	6
ORL	15
OSI	1
OSO	1
ORL/Map Division	6
Proc. and Inf. S.	
Map Intell.	1
Carto.	1

Total CIA	37
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OTHER:

Agriculture	5
Bur. of Budget	1
Civil Aero. Bd.	1
Commerce	9
Aero. Chart Service	1
Air Force	14
Army	24
Navy	5
State	27
Gen. Ser. Adm.	1
Interior	11
Lib. of Congress	3
Natl. Archives	2
Natl. Sec. Res. Bd.	2
Tariff Comm.	1

Total Other	117
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GRAND TOTAL	154
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